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**CROOK COUNTY MEDICAL SERVICES DISTRICT  
BOARD OF TRUSTEES MEETING  
MINUTES  
July 30, 2015**

**Call to Order**

The meeting was called to order at 5:33 pm by President Sandy Neiman.

**Persons Present**

Board members: Sandy Neiman, President; Connie Lindmier, Secretary; Judy Bettmann, Treasurer, Judy Hutchinson, Trustee; Roger Jones, Trustee,

Staff: Jeff Mengenhause, CEO; other staff members in audience

Guests: Kyle Ridgeway, lawyer; Charlie Chapin, lawyer; Mark Lyons, Accountant-Casey Peterson; Kyle Richards, Rapid City Regional. Up to 200 members of the public and hospital staff in audience.

**Adoption of Agenda**

*Judy Hutchinson moved to adopt the agenda as presented. Judy Bettmann seconded the motion. Motion approved unanimously.*

**Approval of Minutes**

*Judy Bettmann moved to approve the minutes from June 25 Board Meeting, July 1 Special Board Meeting, and July 13 Special Board Meeting for Budget Approval. No attendees were at that budget meeting, so no public comment. Roger Jones seconded the motion. Motion approved unanimously.*

Once minutes are approved they are available to the public. President Sandy Neiman introduced the board members to the public.

**David Spencer, North East Regional Director; Wyoming Business Council**

Tabled until future meeting. Potential Hulett Clinic funding for new Hulett clinic / upgrades.

**Acknowledgement of concerns made at public meetings.**

President Sandy Neiman stated that we are aware of the dissension. For 60 minutes of this meeting we will have public comments. We ask that we start with people who have not had a chance to speak previously.

**Public Comments**

One hour time limit– 5 minute per person – no repeat questions please

- Dr. Lumnitz – CT Scan- At the time she was chief of staff, was a plan to put in a CT scanner. I understand this has not been done. The board had approved it, and moved it, and put it into a location. I am concerned that we do not have a Cat scan. For every person who needs a CT scan, it is \$1000.00 out of our pockets and \$1000 in the pockets of Spearfish or other place. They won't even bother stopping here, so we lose those patients as well. When I was chief of staff, they said the reason they did not want a CT Scanner was that it represented a lot of radiation. That is quite true. Unfortunately, doctors have to make the decision as to whether radiation is a necessary part as to what is wrong with the patient. So if it is not done, people go somewhere else. When it is your decision to not get a CT Scanner to save patients from radiation here, you are not saving them from radiation but you are causing them additional time and cost. You are also making a medical

decision, and in a sense that is kind of like medical mal-practice in my opinion. I'd like to know why we do not have a CT Scanner here yet.

Sandy stated that we had a mobile CT Scanner. We needed to move forward because of some conflicts. We have a contract in our packets tonight that we just received towards getting another mobile CT Scanner. There were some problems before. It went into a legal issue, of which we have Williams, Porter, Day and Neville. They helped us with that. There was a settlement. Jeff has been working with us on that. Kyle (Ridgeway-lawyer) met with at that litigation, and we worked on it some that day also. We are working on a CT Scan, We have a contract here tonight, it is also on our agenda.

- Lowell Belcher – Lowell discussed a little town in South Dakota \_\_\_\_, population 600. They have had for over 60 years a complete Medical Center. Includes a Long term care, full Health Care center owned and operated by the Edmonds County, South Dakota. How is it, I ask the board, that they have been able to maintain a complete acute care facility and long term care facility with a full time physician until the doctor left five years ago. I would ask the board to be more visible in their production and in their comment that all of the meetings are open to the public. I would not agree with you at all because people were excused from one of the recent meetings. It was held as an executive session for the entire meeting. I am very confused with the reports that have been out in the streets. I am trying to be very respectful. I am not here to tear you apart. I am here to let you know my personal opinion and what I've heard from the streets, which counts. A rumor is often believed by people. The point I want to make so I can be more brief is the reason that this tiny town of 600 (in South Dakota) has succeeded in its medical care is very simple. The County Commissioners, the city representatives, the management of the hospital, the employee management overseen by a board of directors independent of the County are all working together as one unit. In the four to 4 ½ years we've lived here, I have not seen evidence of that at this medical center. That concerns me. There has been action in my opinion, where the board has addressed management, specifically top management in each department, plus the top management of the facility. That is not good for management. I speak with experience on boards of corporate levels. That does not make me a professional board member. It makes me a knowledgeable board member. I sincerely request that no matter what happens in this meeting, no matter what happens in Monday night's meeting. Please you are not pleasing the general public. It must be changed in order for us to survive.
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- Sandy stated that there are minutes available that we just approved to prove it was not all executive.
- Steve Francis. – I was an employee with the hospital for about 2 ½ years in the financial and accounting departments. During my tenure I saw a significant change in Board practice when Bruce, Roger, and Mike (Kevin Moline) were no longer on the board. Sandy when you took over as the chairman, from that day forward the tension at the hospital increased. Roger was not on the board until recently. There was significant increase in tension, hostility. It was described at the last meeting as PTSD. I believe I am a victim of that, but it may just be that I getting old. From that point on it became more and more prevalent that the board was becoming more micro-managing, interfering in the actions of the administrator that they had hired, in violation of the By-laws, directing the CEO to terminate employees, which it is not the board's right to do. There was an action by the board that we had heard about to terminate Jan Van Beek, and at the next meeting there were numerous managers that spoke out against that. A month later she was gone. Since then we have had more and more issues of board directions on how to run a hospital. Robert's Rule of Law, which I believe this board is required to follow, does not empower the board to manage the hospital. It empowers them to provide the overall scope and general direction, to help when needed, and to rely on the administrator, CEO, and management of the hospital to manage the staff, professional

health care needed, because – no slam intended – you’re not qualified to run a hospital. None of you here know what it takes to run a hospital, all the intricacies, the regulations and everything. I believe you have established a track record that is clearly visible to most of us in the room tonight that your intentions are not in the best interest of this hospital. I personally believe that we would be better if you would step down because I don’t personally believe that you’re going to take a personal interest and set them aside for the better of the county.

- Roger stated that he would like to address your comments. They’re fine. I agree with you on a lot of those things. But what I want to address is, earlier this month we had a meeting with our attorney, and he brought up a lot of these factors. I have seen a change in the board. I personally feel that things are not going to be the same as they have been. That is my own personal view. I was on the board previously. I know how it was run then, I’ve seen things since then, but the last two weeks, three weeks, I think things are going to change. I think they deserve a chance to at least make that change.
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- Waneta Sell – My mom has worked here. Since this board has come on, I think this board is doing a great job. And if somebody gets upset because the board walks thru the long term care, apparently they are not doing their job.
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- Barb Quay – Assistant at Crook County, and I used to work at the hospital. First of all, I’d like to thank the board for serving. I know it’s probably a very thankless job lots of times. As a citizen here I’m really concerned about having a hospital. I’d like to see it stay. We’re told that Rapid City Regional is not going to be doing the management of that anymore. I would like to know what the reason there are leaving and if they are leaving I would like to know what the board’s intention is to go forward with that and what your plan is for the future. My third question is, as a citizen what can we do to support that process.

Connie stated that we are addressing these items tonight. There are a lot of different options. We received the letter from Rapid City Regional on July 12 or 15<sup>th</sup>. We had not had any time to address this, as you know, as a board we have to meet before we can address these situations. Rapid City Regional, I’m sure they have reasons for pulling out. We don’t know what they are yet. That is under discussion. Whether Rapid City Regional pulls out or not, we’re under discussion. Whether Jeff stays or not, that has never been mentioned that he goes if Rapid City goes. This is all things that we are working on, but we can’t just jump into something, we’ve got to investigate this and see what the options are. There are lots of options. There was not a management company here before Rapid City from what I understand. It was a county facility, is that correct? There was one called West World, and from what I understand that is one of the reasons that everyone is panicking if Rapid City pulls out. This is some of the information that we’re gathering so that we can make good decisions. There has never been a talk of the hospital closing. That is not our intent. We live in the county. We want good hospital, we want good clinics, and we hope you will support us on that. Sandy stated that you have to realize that we got this letter after the last meeting, and in the middle of the month. Kyle (Richards – Rapid City Regional) called me. He said a letter was going to go to the facility after that. Jeff we met with just last week as a fact finding on Hulett clinic, he presented Connie and I that letter at that time. Other than an email we have not had it. But the thought of closing this facility has never crossed our lips nor our minds.

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- Randy Leinen – Resident of Crook County. Couple of things. There has been a lot of rumor and innuendo from last Monday night’s meeting. One of the things that was stated that at your May meeting your CEO said he would like for this facility to be the best critical care facility in the state of Wyoming. And the statement was made that one of the board members made the statement, “Why would you say that?” in a derogatory fashion. That was stated, I didn’t make that statement, but that was stated in the meeting. If that’s true, why would you say that because we’d like to have that. Roger, I haven’t congratulated you, I ran against you in November. I did lose, but I did run for this

board. When we had the candidate forum last November one of the critical things that came up before the board and before the candidate forum was the lack of medical doctors. People who ran at that time all stated that that was their top priority. That is almost nine months ago, and we still do not have a doctor, and the doctor that we have has given notice and he is leaving on the 15<sup>th</sup> of September. That is critical because if you do not have the contract with Rapid City Regional or another management company that is going to furnish you a doctor to provide both critical care facility and the hospital, the nursing home. I understand what you're saying, Sandy, that the intent is not to close the facility. But there are a lot of hoops that have to be jumped through, and this situation has been on the table since the election last fall. And I feel that is something that needs to be addressed post haste. Thank you.

- Judy Hutchinson stated that she thinks the comment was one of the best. We don't want to be one of the best, we want to be The Best, every day, all the time, and that was the comment that was made. We want to be the best that there is. Doctors are always a problem to get. We have feelers out. Rapid Regional, they're always looking for doctors. It's going to take a special doctor to come here, and that's what we want. We want one that will come that fits our community, like this community. We're always looking. We do have alternate plans and we can use those until we get somebody permanent.
- Rhonda Dick – I would like to say that is unequivocally not true., Judy Hutchinson. I was at that meeting and what Mr. Mengenhausen said was that he wanted us to be the best critical access hospital in Wyoming. You said no such thing, and Mrs. Neiman said that he ought not to be talking like that. He shouldn't be talking that way. And for you to say that something else happened is an absolute lie.
- Unknown person said – I will second that
- Connie stated, I'm sorry but we are not finished with the first 30 minutes of the people who have not had a chance to say anything. After the 30 minutes we will be glad to give you guys a chance to speak.
- Wayne Farley said you've already used two speakers that spoke before.
- Connie said – we would like to go back to the ones that have not made a comment first, if you don't mind. This lady would like to speak.
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- Victoria Kanab – We are also citizens of Crook County. We've been here 8 (eight) years and we've tried to use this facility quite often, and we've used the emergency room many times. I have to say that in the last six months since Jeff has come this is turning into a first class place. We think that he really needs to stay, Regional needs to stay. We cannot have a new CEO once a year or every six months. You need to have continuity. Somebody has to make this run like a real hospital. And has somebody said before, you guys are really not, you know, able to manage it like a CEO because without Regional Health helping you all the time. And then I wonder about the CT scanner. I mean I don't know much about that, but it seems like you are scrambling to figure this out after they were brought to your attention, so I would just think you should address that, and maybe Jeff as well.
- Jeff Mengenhausen, CEO answered questions about the CT Scanner. He stated that the CT scanner that was picked up July 2<sup>nd</sup> was done with some added issues. I have five or so different quotes, it's on the agenda. I'm presenting it to the board tonight. A very cost-effective machine, an 8 slice CT for a temporary fix.
- Jeff mentioned the Helmsley Grant, that will enable us to purchase a new CT machine, 32 slice minimum, possibly a 64 slice. That would be a permanent CT machine. Hopefully, keep your fingers crossed, the next step, we should be hearing from them in the next week or so, and from there we will know if we get awarded. We're going against other hospitals as well, but that will be a good option on that which will sustain a CT in this community.
- We discussed the Grant at the June 25<sup>th</sup> meeting. I just applied for it July 7<sup>th</sup>.

- Brent Fowler – I moved here about two years ago. Some issues I’ve found out because I am a diabetic, I have other medical issues, so I’ve been to the hospital several times. What I’ve found in talking with clinic personnel that there has always been an issue, not with the upper management, but with the Board. So I dug in and scraped myself around and asked people, what’s the deal here. Are we going to be able to keep this hospital or not? What I found out is, what the gentleman sitting over there that is new to the board, well, three weeks ago, after all this has been brought forward, maybe the board is going to change. Ok, this is going to be like Hillary Clinton, guys. There is a trust factor. We gotta believe what is going to happen next because if it doesn’t, if you guys continue to run all of the aspects of the medical part of this county, we are going to continue to change out doctors, nurses, CEOs, whatever it takes because it is like a bad marriage. Maybe if you get divorced five times, maybe it’s not the other person, maybe it’s you. If we have to change out this ... and that’s where I stand.
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- Tom Swin – I moved up here in 2000. And I tell you what, I don’t know anything about the medical field. But I tell you one thing, I worked for a corporation for five days less than 36 years, and when one company comes in to try to help another, whether it’s financial help, or going down hill, I think the biggest problem is, you have to work together. Whether you’re directors, doctors, janitors, or what, you gotta work together. And if you can’t work together this place is in terrible shape. And it’s that way right now. And it’s up to each one individually in the county to work together. This country is going downhill, and this hospital is going with it. And I’d like to know what’s the reason Regional, my guess, only a guess, is that this hospital isn’t conforming to the way they want to run a hospital. Or you want to run it one way, and they want to run it another way. If you can’t work together this is pathetic.
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- Arley Maynard – I want to thank each and every one of you board members for the job you do. I know this is a thankless job. My history goes back a long time. I want you to know, and Jeff this does not include you, because I haven’t been able to work with you, other than a benefit. I know for a fact that some the reasons that past CEOs kept not staying. There was a let’s spend the money, and they had no money to spend. From what I understand, now there’s money. However, you cannot have a CEO who spends so much money that you as a board have to dip into the mill levy to pay payroll. And I think people need to know that was an issue before. I encourage you all to work together. I know that this board spends a lot of time. Jeff, I appreciate what you’ve done for the employees. I hope that the employees can continue on, and each and every one of you board members, thank you for what you’ve done. I know it’s been a tough job and it continues to be a tough job, but thank you.
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- Rachael Fross – I have been born and raised in this county, and it is my home. It is full of the people I care about. It is full of citizens that should, on every level, work together to make this possible. I was invited to go to the Tour (sp?) 23, which is the Wyoming Business Council’s desire to motivate and promote business inside Crook County. Do you know what was decided at the meeting? The biggest division that keeps people of the county from moving is the inability of people to get past themselves, get along, unite and make a difference. I’m tired of people bitching and not doing anything about it. There is a problem. Let’s acknowledge it and find a solution. These are your elected representatives until they either resign or somebody else is elected. We have to work together. Let this be a unifier for Crook County. Provide the example for our youth, who are looking up to all of you. Where you are mentors, you provide the solution. Stop griping, it’s a problem. Let’s get past this. Let’s use this to put ourselves as a great county full of people who take the time to care about each other. People make mistakes, I have made them. Stop holding it over their head forever. Let’s get past this and move forward.
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- Trudy Materi – I’ve been a resident here since I was born. And I was also a former hospital employee for 20 ½ (28 ½?) years. I have a lot of respect for boards. Sometimes you don’t agree with them. Board before, I don’t think we’ve ever had a board that actually supported the staff. Sometimes they listened, and sometimes we actually probably didn’t listen enough to what was going on until dire circumstances happened. When I left in 2009 the CEO at that time had already gotten the nursing home in trouble. We had a huge change in staff because of her. Firing good people and bad people, sometimes things need to happen. But it was not good and by the time I left in February, by the time December rolled around our nursing home was in threat of being closed because of what she had done. Because of poor decisions and people she had put in place up here that were not doing their jobs. So that was a good change that was needed, and in those two years, was it two years Roger, that Doris was here, you saw a great demise in your services. I did accounts payable and helped Betty Meyers with the financials. We had 250,000.00 of unpaid bills. We had been running that way. We had a board member, say, we always pulled the checks. She always said, it will be alright. Well, it wasn’t. We would get calls from the food vendors to see if we were going to send money so that they could deliver the food that the hospital and nursing home needed. We had to stretch the truth a little bit off and on. We had a board member finally say, well, we did go to the board members and say, you need to ask if all the bills are paid and you need to look at a bank statement.
- And we actually ended up having to get a line of credit from Sundance State Bank to cover checks that we had no money to pay. I believe it was \$100,000.00 at that time. So there is a lot of history here of poor management, and I’m not saying it’s Rapid’s fault. I think that they helped to bring other CEOs in here, but I know again when Jan Van Beek came – and I did not work under here, but I know several of the employees that did, that the same thing started happening again. And I also attended a public meeting that she was supposed to kind of rally support for another mill for the hospital and she had none of the financials, she couldn’t answer the questions. She said that the last financials that went out to the board were wrong. The board members there were like, oh well, they’re in the mail, you’ll get the new ones. It was like, oh we don’t need to know. The board does not seem to know what is going, so there is an advantage. They are not being told the truth.
- So I have a question now of financials. I called yesterday and left a message to see if I could get an AR report. I wanted to look at that and see what our revenue is, accounts receivable is, what is your cash on hand, and I never got a call back. I just wanted to know what is on the books. First of all, because I have a feeling that we have a lot because I talked to five people in the last two weeks who have not gotten bills. They finally started getting bills the last couple of months. They are a year old. Some never got a bill. So what is going on up at the hospital?
- And I know there are circumstances, so I’m not saying that. But I also know that the way you guys are going about it is all wrong. And I hope that, I agree with Rachael that we need to stop complaining and you guys need to all work together to make this work for us. One other thing I want to say is, I know last year the board contacted, this new board, they have been working really hard, and they do believe in this hospital or they wouldn’t be here. And they wouldn’t be running for a position as a post stumper.
- But last year they called my husband, maybe a year and a half ago. But they wanted to know what it would take to put new windows, which are needed, they were needed years and years ago. The windows leak, they’re terrible. When I worked there until 2009 there was no hot water in the hospital patient rooms. They were working to get that done. I believe that was done last year – hot water, from talking to employees. I also know that the funding isn’t all the way there, for the windows and stuff. That’s a lot of money, and if you don’t have money in the bank you can’t just go out and buy new windows. You need supplies, you need to pay your food bill. I encourage some of you people to start looking at financials and see what’s going on.
- And if you worked harder and quit fighting with each other you’ll take better care of the patient.

- Wayne Farley – I didn't know we would be allowed to make speeches, or I would have prepared one. Sandy, this is just yes or no. Did you ask us to leave the June 25<sup>th</sup> meeting before it started as management because you felt that you were wasting our time and the money of the hospital.
- Legal council stated: she is not going to answer that question.
- Wayne said, ok. Did you tell Officer Patterson that we left because of a storm warning, not a request prior to that.
- Sandy stated, Absolutely not, and it is in the minutes taken directly from the tape during the meeting.
- Wayne said, ok. We have the recording Officer Patterson personally recorded. So if we have problems and we need to do something and we've mentioned things in certain meetings that needed to be changed, and you guys met us head on with nothing but resistance, such as, here is a problem, I'm not going to state names or any situations to protect the people this happened with, but licensing. Can you explain to me why as a manager I should ever have to explain to the hospital board why I have to remove nurses who are no longer licensed.
- Sandy answered that we got questions on why people are no longer employed. We knew nothing about it. We called Jeff. Jeff says let's just get together, let's have a meeting. Jeff explained to us. The one thing we have to be very careful about is this is employment related. We can not violate that. We had executive meetings at times we're supposed to. We talked to Jeff and you, Wayne, and also Amber Johnson were in the meeting, and I believe Amber Ondriezak. Was there more than that? You guys explained everything you did. We said that clarified all the questions for us that the community had put forward. We knew we could not answer them. We did not question any more. We did not make any effort to change anything nor did we instruct Jeff to change anything.
- Wayne said thank you for the clarification of that. I appreciate it. We started in open meeting and then later went into an executive meeting which is not on the same subject.
- Kyle Ridgeway, legal counsel – stated that Mr. Farley, I just want you to be very careful to mention specific sessions, and can you please identify what date and meeting you're talking about. I'm instructing you because we have to look out for the hospital here.
- Wayne said I appreciate that, yep, you're right. And I'm trying to be very vague, but I'm trying to establish a track record I guess. And this is a recent track record. This is all I wanted to do. I don't care who sits in those chairs. I don't. It has nothing to do with you personally. Professionally, I just request that going forward we are able to pull in the same direction as the same team of horses. That's all I ask. Just like the folks before me have said, if we can't pull the same direction we're going to pull apart. Now I don't want that. We've got great forward momentum. I don't want to see that broken. So I'll just stop with that. I agree with the people prior to me, we have to just stop., draw a line in the sand, step across it and move forward. And that's all we really want to see.
- Connie said, I would like to answer your question please. From our June 25<sup>th</sup> minutes, we went into executive session.
- Kyle Ridgeway stated that they are not even talking about the same meeting.
- It's the May meeting. The only reason we go into executive session is because of personnel, which is to protect HIPPA. If we are talking about anyone we cannot talk about that in public. And if we have legal issues that need to be kept private, we have to talk about that, or contracts. Those are private until we can get those taken care of.
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- Doneen Humphries – Volunteer EMT with Moorcroft ambulance service. So I guess my biggest concern is, what's going to happen when Dr. Noback leaves September 15<sup>th</sup> because he is our medical director. So without him our ambulance service can't run because our licenses are under his. So that's my biggest concern is that all the Crook County EMS coming to a halt. So I was just kind of wondering what your plan is for that.
- President Sandy Neiman stated that The way I understand, and the way it's gone a lot of times, Dr. Noback covers you under his license. We do not require him to cover you under his license. That is

his own. He also covers the liability insurance for that. We do not pay him to do that, is that correct, Jeff?

- Jeff said that is correct.
- Sandy said it is the same thing for Medical Director for the County. That is his choice. We have nothing to do with that. We have nothing to say about that and we do not pay him for that. The County pays him for that.
- We have five people that are on the agenda tonight. Jeff and I along with several Sundance citizens talked to a gentlemen, was it April (Jeff stated March) and he was shown the town, people asked him questions during luncheon, he went up, he looked at the hospital, he looked at the staff. He decided not to come here after we gave him an offer because where he took was an hour and a half from his children.
- We are working on this, we are concerned about this. We have things that we are going to bring up tonight in this board that is going to directly relate to this. I hope to establish committees tonight which I think will relate to these. They (the committees) in seven to ten days I am asking this board to do is set another special meeting. We will come back. Those committees will report what they've found. Then we can start to move on. Part of that is not only talking with Regional, it is talking with other alternatives, and it is talking with doctors. I am going to propose to the board tonight that we establish a committee that contacts Regional plus other alternatives to seek out whether they're interested in staying, and if they are, what it's going to take to resolve the situation. We have worked with Regional for four years. It is an oversight, it is that type of situation. Yes, Jeff is their employee. We totally reimburse Rapid Regional for all of Jeff's expenses plus benefits. That is our bill. Regional does not pay that bill. We pay it back to Regional.
- The other thing I would like to ask this board tonight is to consider getting a committee together to talk with companies that will come and do a total oversight of the whole hospital. The facility, the employees, the board, the management. We would like to have a company come in that deals with critical access hospitals, because we're not the only one having a problem. If the board will go along with me tonight, we will have a committee that engages, talks to different companies, see if that is available. That is what we would like to report back in seven to ten days, depending on what this board sets as a time frame. But trust me, we have not ruled anything out.
- (unknown comment from audience ...)
- You can say that, but we do not want to get personal tonight. We do not want derogatory remarks. We are trying. And please know that any board never makes all the perfect rules or regulations or decisions. There is always somebody that does not like what you do. We are trying. When I came on the board, Roger was on the board, he can verify that.
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- Alicia LePard – I am proud to be a member of the hospital at Crook County Medical Services. I'm thrilled that you guys have actually taken a position. I have two offers of improvement for the future. #1. Make your Vision & values public knowledge. I spent a year looking for the board meeting minutes in some place other than Jeff's office. Publish them, print them, pass them out, make them available.
- I would make meeting times accessible. 11:00 is not accessible to the general public. Thank you.
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- Roger Kinepp – I would reiterate a little bit of what I said Monday night, and that is too many of these get together and in this kind of community there is definitely a problem. When you have a staff that supports their CEO, supports Regional and you have as many people speak out, you definitely have to listen to what the issues are and take that to heart. I would also ask that if you got notice on July 12<sup>th</sup>, why haven't you had an emergency meeting because as far as I'm concerned this is an emergency situation. And I promised I would be brief, but I'm just disappointed that we are faced with this situation. And I think that, having served on several boards, I think that board's responsibility is oversight and I think that the management, that the day to day micro management of telling the administrators or whoever you have to run the hospital, should not do that.



- I've spent time at the hospital. Since Jeff's come here I've seen the staff and even the patients who are certainly a lot more satisfied, willing to participate, speak out, and be involved. That is clear by the Monday night meeting and the meeting tonight. They have concerns and they are willing to express them. It's worth it I think. It is incumbent on everybody involved to make this a lot better situation than it is.
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- Barbara "Babe" Lynch – I was born and raised in Crook County. Barbara Beagle was my nurse. Dr. Clairobal (SP?) and I would like to keep this as it is now. I live in Moorcroft. I served on municipalities in Pine Haven. I'm here to say we don't have an answer. I'm here to say Rapid City Regional has not said nothing. I'm also listening to the board that is saying, hey, let's look for other facilities and Rapid City sits right here. So here is our problem. Does that mean we are going to work together? Does that mean we're grabbing hands and going? No. That is not what I hear. I want us all to come together. I look at the newspaper. Downtown Sundance Times, Moorcroft leader. The councils can't get along in each town. And now we come to downtown Crook County. Our medical board. What is the matter with people in Crook County? Where are they going? What do we want to prove to the State of Wyoming? That we are totally ignorant? That we don't know how to run a board, that we don't know how to run a hospital? My aunt in the nursing home here. She came in October of last year. Joe is laughing at me because he knows me too well. Yes, I'm a comedian too. My aunt has been in the nursing home since October. She had plants, leaves, growing through her wall. She thought they were really neat! I tried to tell her that isn't the new thing that we do here. But he has a little bit of Alzheimers so she wasn't displeased, you know. I was like, well, you know, and I went to see other rooms with the same thing. So there are a lot of things, and that needs to be addressed. But they have been painted and the walls have been stuccoed so the trees and the leaves are not coming in anymore.
- But what I want to say tonight is what I see. Nobody wants to work together. I don't think we need to kick Rapid City Regional out right now. I think we need to find out why we can't work with them. They're here. They're right here present. 99%. Why do we want to go looking for something else unless they are really kicking our ass, excuse me but that is what I want to say. So I ask all of you, the board too. We need to sit down. We need to stop fighting. We need to work together, and that means that all of your meetings have to be open. Your financial sheets have to be shown. We've got to know where you sit. We've got to know that there's money to be able to address. We got to know if there are grants out there. I'm sure Jeff, as the CEO, should know where to get these grants to make things all better. And he does, I hear. So we need that. Why do we need to go search, maybe two or three years down the road. But right now it's desperate. Right now it's a panic attack. Where do I go? I can't come to Crook County, I'm in a panic attack, because they don't even know if they want Rapid City Regional, and they want to serve different committees to get different people out there. Let's stay with what we got and make it work.

Sandy stated that everything is open as far as the financials, the minutes, everything. If it did not get into the paper, let me clarify. The paper, the way we understand it, things have been submitted to the paper for years. They put them in as they have space. Sarah, am I correct? Yes. The minutes have gone to the paper, once they're approved, Connie emails them to the paper. Evidently you have not had a whole lot of space. If you have not got them, I wish we'd have known.

As far as the financials, there was a time span that we did not get them due to the EMR (Electronic Medical Records) that we have been having problems with. We are once again working with that company. They are finally coming thru because they have been bought out by another company. And we are getting those financials. Those are public to everyone. I will tell you at this stage of the game, because of working closely together, we do have some money that we can move forward with.

President Sandy Neiman stated that we must be very careful. We have been told we must have 6-9 months cash on hand to be ready for ICD10, a coding program that is coming into effect. The Federal

Government has mandated all hospitals have, when implemented. To do that, to make payroll, to be sure the doors stay open, and people keep their jobs, we have had to be extremely careful. And we have tried to do that fiduciary responsibility. Along with the CEO, along with working with Rapid City, and asking a lot of questions. We are trying.

At 6:33 pm public comments ended

Sandy recommended the Board consider forming committees to address these issues. The Board is going to look at all levels. Healthcare is changing so rapidly.

Sandy requested a motion to form a committee to pursue hiring a third party consultant/investigator to come in and address all issues raised by the public and to help with operation of the hospital generally. They will write a report and make recommendations.

Secondly, Consider forming a committee to pursue discussions with Regional (Rapid City Regional) about relationship termination, engage related to establishing a firm management team in place, and to explore all other options.

Consider a motion to have a Special Session 7-10 days after for Committee reports and recommendations upon which the Board can act.

After discussion and questions the following motions were made.

*Motion #1. Judy Hutchinson moved, Judy Bettmann seconded to form a committee to pursue discussions with Regional about relationship termination, After discussion and questions, Connie Lindmier moved to rescind Motion #1. Roger seconded the motion. Rescinding the motion carried unanimously. (now start over)....*

*Connie Lindmier moved to form a committee of four members to engage Rapid City Regional in discussion and explore all options. The committee will report back at the special meeting set up. Judy Hutchinson seconded the motion.*

*Discussion and questions, Motion carried unanimously.*

*Discussion: Members of committee. Roger Jones- Chair; Judy Hutchinson, Ogden Driskill, Glenn Wyatt.*

*Judy Hutchinson moved and Judy Bettmann seconded the motion to approve all of the above members of the committee. Motion carried unanimously.*

*Motion #2. Connie moved to form a committee for a third party consultant/investigator to come in and address all issues raised by the public, and to look at all levels of healthcare within the facility. They will write a report and make a recommendation at the special meeting to be set up. Judy Hutchinson seconded the motion. After Discussion and call for question, Motion carried unanimously.*

*Committee members appointed are:*

*Connie Lindmier, Chair, Judy Bettmann, Tyler Lindholm, Jeff Mengenhausen. .*

### **Financial Report – Mark Lyons**

**Please note: all financials are located in the CCMSD office with Minutes and packet of this month's information.**

**\*\* Note: (pg ... shows page number of page in packet).**

Bear Lodge Financials – Mark Lyons reviewed Bear Lodge Financials. They are fairly consistent in their numbers.

June 2015 Balance Sheet, June 2015 Income Statement -

Mark discussed the Balance Sheet and Income Statement. (pgs 11-14). Numbers are very close to the budget. YTD actual is \$7,315,447.82. Pages 15-49 show department breakdown.

June 2015 AR Aging Report – (pg 50). Accounts receivable are up from June 2014 (\$592,230.24) June 2015 show \$838,764.80 (0-30 day). Still shown over 181 days are \$1,035,844.34 AR on the books. Year End 2014-2015

July 27, 2015 Cash Position (pg 51). Jeff noted that we have \$1,714,890.53 in the bank. Cash position is much better than a year ago. Mark and the billing department have worked hard to bring payments up to date.

Board Treasurers Report – Judy Bettmann gave the Board Treasurer's report.

Deposit – Raffle	\$ 105.00
Deposit – Raffle	\$ 280.00
Deposit – 7/17/15 Mill Levy	\$3,459.44
Balance as of 7/30/2015 – Not including interest	\$536,946.74
Interest – 6/30/2015	\$ 41.65 (Jeff handed Judy B the monthly statement)
Balance	<u>\$536,988.39</u>

*Judy Hutchinson moved to ratify the Board Trustee Bank report. Roger Jones seconded. Discussion: Current solvency – a person from the audience asked if it is relative to having one Doctor in the hospital. Discussion followed concerning one and two doctors, NPs and PA on board. Jeff noted that we will discuss on the agenda – 5 physicians interested in working here. Motion carried unanimously.*

### **Payments Ratification**

Accounts Payable Ratification: June 2015 – *Judy Bettmann moved to ratify accounts payable for \$173,943.70 invoices posted and remaining invoices of \$84,477.93 to total \$258,421.63 (pg 52-59) Judy Hutchinson seconded the motion. Discussion – none. Motion carried unanimously.*

Payroll Ratification: June 2015 – *Judy Bettmann moved to ratify payroll for June 1-June 30, 2015 for \$248,674.75. Roger Jones seconded. Discussion-none. Motion carried unanimously.*

### **Old Business**

Athena / Razor – Jeff recommended we not go with Meditech. It was to cost \$1.2 million to implement plus monthly charges. He recommended we dissolve Razor and sign with Athena. Jeff and the Board reviewed the proposal submitted by Athena Health. The proposal states: Current outstanding balance from current RazorInsights contract: Approximately \$143,000. (pg 61)

--Crook County agrees to pay remainder of implementation fees of \$100,000 upon execution of new agreement with athenahealth.

--A new athenahealth contract will replace the old RazorInsights contract. The new agreement will be set at the price of the monthly license and hosting payments of \$12,000 per month through September 2018 (the same term as the RazorInsights contract).

--We agree to move Crook County to Inpatient Collector Services as we roll those out in early 2015 at no additional charge for the additional Athena services for the life of the contract (September 2018).

--We agree to replace the Razor Ambulatory products with Athena Clinicals in 2015 at no additional charge for the additional Athena services for the life of the contract (September 2018).

Benefits to Crook County:

--Athenahealth will write off mutually agreed upon monthly fees due to problems with the RazorInsights system.

-- Crook County will receive same monthly pricing as previously contracted with RazorInsights (\$12,000 per month for all services)

--Athenahealth will deliver new Inpatient Services in early 2016 at no additional charge. Estimated value of services is approximately \$20,000 per month. This equates to a value of approximately \$600,000 over the last 30 months of the agreement.

Discussion followed: We will save \$1.2 million plus fees. Roger asked who pays for the conversion to Athenahealth. Athena will pay for the conversion and the employees experience with Athena. LTC (Long Term Care) will remain with Point Click Care. Judy Hutchinson asked Kyle Richardson from RCR if they are changing to a different system.. RCR is still in process of discussion on EMR. RCR still has the capacity to receive X-Rays, CT scans etc from CCMSD. Athena will work with their system. Lab equipment will be fully functional.

*Judy Bettmann moved to Pay off Razor and move forward with Athenahealth contract, as Jeff recommended. We will pay \$143,000.00 up front and \$12,000.00/month. We will scrap Razor and move forward. Roger Jones seconded the motion.*

Discussion. Implementation can be faster with Athenahealth. They will work to implement as soon as possible after contract is signed.

*Motion carried unanimously.*

LTC Bathing Room – Mel Miller, Maintenance stated that the tile work is complete, grouting is in process, tub is ready to install. A trainer will be here for training August 12. All three Jacuzzis will be working. Board members requested to “test” the system. (No go). The hold-up has been approval by the State to complete work.

Hematology Analyzer – The hematology analyzer sent to CCMSD was a lemon. It has been replaced. It is complete. CCMSD will pay \$4,000.00 to Athena to update accessibility for Hematology machine.

Sturgis Rally Planning – EMS will staff all three ambulances. Staff has been working on readiness.

New Windows – Mel Miller, Maintenance reported. Pella windows will be used. Bid invitations are out. A pre-bid meeting was held July 15th, with three contractors and a Pella Representative present. July 31, 5 pm is the deadline for bids. Pella can deliver windows 4-5 weeks from contract signing. 6-8 weeks are set for contractors to work after that time.

Sandy explained that about one and one half years ago discussion began about LTC windows. During the process we added hospital windows, clinic windows and two doors (front door, LTC door) due to leakage, and damage. For this reason, cost is higher. Sandy stated that we felt it necessary to add all the items at one time. Funding of almost \$10,000.00 is raised. The Foundation stated they will pay the remainder of the funding (that was estimated at the time). If needed, we can find other funding to finish the payments. Mel stated the cost is higher than we hoped (above \$150,000.00 instead of around \$100,000.00).

Savings in heating costs and welfare of patients and staff will rapidly pay for the costs of the windows. (The windows are the original windows – over 30 years old?)

Replacement of two hot water heaters in LTC – Mel Miller, Maintenance reported that the hot water heaters were 30 years old. One water heater was non-functional, so bathing was done using one heater. Two hot water heaters were approved in previous meetings. Estimated cost was \$27,000.00 Board approved monies for purchasing and installing water heaters previously. Wolf plumbing will furnish water heaters at a cost of \$12,983.00. Electrical to install will be \$1,000.00. This makes a savings of \$13,000.00. Heaters will be shipped from AO Smith manufacturing plant August 5<sup>th</sup>. Water softener by Black Hills Pure will be installed. They accepted payment by check, not credit card, so previously approval by Board to increase a one time payment was not needed.



Apartment Rental – We will keep the rental for locums. Table stopping apartment rental until we are fully staffed. Cost is \$550.00/month at this time to rent.

## **New Business**

Regional Health Management Contract Cancellation – Kyle from Rapid City Regional stated they will wait to see what committees find, so discussion was tabled pending results.

Mobile CT Scanner – a new permanent CT Scanner will take 12-18 months to complete. Helmsley Grant is being applied for, which will purchase a complete CT scanner (see previous minutes). Marsha Erickson recommended we go with an 8-slice CT Scanner (pg 62), which was their Option 1, recommended option. They can deliver August 14<sup>th</sup> or 15<sup>th</sup>. Connections are ok and are set up. Marsha discussed all viable options. (pg 62-76).

*Roger Jones moved to approve rental of an 8 slice CT Scanner for \$10,000.00/month. Judy Hutchinson seconded the motion.*

Discussion: The scanner rental/lease is a monthly lease, with a 12 month lease minimum, and monthly after that time, so we will not be locked in for a longer period of time upon arrival of a new permanent CT Scanner.

*Motion carried unanimously.*

Pinnacle Bank Online Access – (pg 76) *Judy Bettmann moved to approve online access to Pinnacle Bank in Moorcroft for Jeff, Teri, Kim for viewing purposed in Moorcroft bank account. Roger Jones seconded the motion.*

Discussion.

*Motion carried unanimously.*

CCMSD Retirement Plan Policy – Jeff explained the Retirement Policy (pg 77) that will be set up for eligible full-time or part-time employees. Edward Jones-Collin Cantelope will administer the fund. *Connie Lindmier moved to put the policy in place for the Retirement Plan, effective approval July 30, 2015. It will become effective September 1, 2015. Judy Bettmann seconded the motion.* Discussion – none. *Motion carried unanimously.*

Vacation and Sick Leave Policy – Jeff presented the old Paid time off policy (with mark-up) and the new policy with streamlined, less confusion numbers. Accrual will be kept, with maximum limit decreased. Jeff stated that a give and take was used to set up in this policy. (pg 78-83).

*Roger Jones moved to approve the paid time off policy effective September 1, 2015. Connie Lindmier seconded the motion.* Discussion – none. *Motion carried unanimously.*

Attorney Fees Associated with Front Range Settlement – Jeff will pay the attorney fees of \$15,770.00 for the Front Range Settlement (see June 25 minutes for details). No Board action is needed. Jeff will pay them directly from General Funds.

Hulett Clinic - Sandy Neiman described the original intent of the building of new clinics. Sundance built the new clinic, and Moorcroft the new clinic. Hulett had funding held in the Foundation account (approximately \$100,000.00). Hulett's new clinic was never built. New interest has surfaced, and people are pursuing completing the process to build a new Hulett clinic. Dave Spencer from WBC has expertise in obtaining grant funding, which may be available. The meeting set for today was to explain the process. Dave requested we table the meeting until issues are worked thru with the public input on the "problems".

*Judy Hutchinson moved to table action until we bring Dave Spencer to the next meeting. Judy Bettmann seconded the motion.*

Discussion: A lady in the audience \_\_\_\_ (name) asked why we do not put the money into the Sundance hospital. Connie Lindmier stated that she had spoken with the donors to the Hulett Clinic. They stated that if the clinic is not built, and if the funds are not used at Hulett, they will require us to return their donations to them.

*Motion carried unanimously.*

Moorcroft Old Clinic – Sandy Neiman explained the condition of the Old Moorcroft Clinic. It is in very poor condition. We are seeking input on recommendations for the clinic. Judy Hutchinson asked if we need to go back to the Moorcroft City Council. The Council had stated that they will work with us on option. Lowell Belcher stated that the cost to renovate vs destroy the clinic will be prohibitive. Discussion followed concerning burning it (Firefighter training). Ken Maston stated that the permitting process to burn would be horrendous. Power lines are located above the old clinic as well.

*Judy Bettmann moved to table and continue research. Judy Hutchinson seconded the motion.*  
Discussion – none. *Motion carried unanimously.*

Training for Employees – Roger moved to table training for employees until Jeff researches further. *Judy Hutchinson seconded the motion. Discussion – none. Motion carried unanimously.*

August 4 County Commissioners Meeting – Connie moved to send Sandy Neiman and Judy Bettmann to the meeting. *Judy Hutchinson seconded the motion. Discussion – none. Motion carried unanimously.*

## **CEO Report – Jeff Mengenhausen, CEO**

CCMSD Health Insurance – Amber Johnson, HR stated that Assurant is no longer doing coverage. She received a letter recently from Assurant. She is starting over on researching Health Insurance for employees. She stated it is very discouraging. Amber has a meeting July 31st with Rocky Mountain Administrators.

Employee Survey - Tabled for hospital to ask Employees questions. It is an internal employee engagement survey. Jeff would like to move forward without any Board questions on the survey.

Wyoming Nursing Home License – Jeff stated he is now Administrator in Training, July 17 thru August 7. He is under Maureen \_\_\_\_ at Newcastle. Final approval is pending after that time.

Physician Recruitment – Jeff presented a list of NPs and Drs who have applied to CCMSD.  
--- Warren E. Shaulis, NP has signed a contract. He will do ER medicine two days (48 hours ER Coverage) a week. 10 hour/day urgent care coverage in the clinic while in the ER. This will make the most effective coverage of both the clinic and ER. His contract goes into effect when Wyoming License is approved. (September 14 start date). Leslie is working on his credentialing now. It will be presented at the August Board meeting.

--- Audrey Bickerdyke, student completing NP – may be interested in covering Moorcroft clinic – with Patti Voll retiring.

Jeff explained that the recruiting process had been difficult. One doctor had applied in the past 6 months. Now he has 5 application that recently came in.

Amber Johnson, HR is following up on the leads for the five Doctors applications.

Two physicians are budgeted into the costs of the 2016 budget.

Yellowstone Insurance – Yellowstone Insurance approved Crook County’s conversion from the current B subscribership interest to the Class A subscribership interest effective January 1, 2016 (pg 84). A share has a better loss ratio. This means we ..... Jeff, please explain this.

Questions from the public –

--- What happens when uninsured people use the ER. Jeff explained that the goal is to use urgent care and reduce ER visit.

Mark Lyons explained that we have an average of \$500,000.00 to \$600,000.00 in bad debt. Charity care is up and down, depending on the month and year.

Jeff explained the goal is to retrain front office staff of the clinics to get the co-pay from patients at the time of the visit. This insures that at least the co-pay would be paid, and loss would be less.

--- Who does background checks and the credentialing process. Jeff and Amber Johnson explained the process.

Petition – Sandra Hogue stated that she has a petition for resignation of three Board members. She was hesitant to give the Board the petition because some have expressed fear of reprisal. Connie Lindmier asked if they had a blank copy we could have. The Board has not seen the petition, so cannot make any comments on the petition. Sandra did not mention which Board members were asked to resign. The Board acknowledges the concerns.

Several persons from the audience said thank you for the open meeting. A comment was made that they understand more than they ever have what the Board is doing. They have changed their feelings and now support what the Board is doing.

Can they ask us to change our regular meeting time.

Minutes will be put onto the CCMSD website. (Minutes will also be posted on the Crook County Commissioner’s website).

Judy Hutchinson stated that a party wanted to thank the hospital for the cane donated to “Stock Dog Day”.

**Executive Session** – none

**Adjournment**

*Judy Hutchinson moved to adjourn at 9:26 pm. Judy Bettmann seconded the motion. Motion carried unanimously.*

Respectfully Submitted by Connie Lindmier, Secretary

**Next Meeting:** August 27, 2015 Thursday

**Special Meeting:** TBA